The Impact Analysis of Corporate Social Responsibility driven Skill Development Programs for Quick Service Restaurants: A Study of Selected Aspirational Districts of India

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirements of the degree of

DOCTOR OF PHILOSOPHY

by

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MANAV RACHNA UNIVERSITY

Year *2025-26*

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ABSTRACT

Apart from several other critical forces, corporate social responsibility CSR) plays a very important role in resolving key issues at national and global level. With specific reference to United Nations' Sustainable Development Goals, the present study intends to explore the impact of skill development programs being funded by CSR on the employment in context of India's Quick Service Restaurant (QSR) industry. QSR sector is been seen as rapidly growing industry with comparatively low entry level barriers thereby making this specific sector catalyst for the empowerment of youth from disadvantaged section. The objective of this research to assess the impact of sector specific training on the population from under reserved section towards the creation of sustainable economic future. This study will be carried on in 11 aspirational districts on the total sample of approximately 550 youth coming from different socio economic context. By using mixed method approach, the study will be employing both qualitative and quantitative measure over the span of about 1 – 2 years' time. The outcomes which are expected from this present study include identification of the gap areas in the present initiatives being taken up in the skill development area and put across the specific recommendations in terms of various strategies for improvement of the overall quality alongside policy enhancement suggestions in order achieve optimum utilization of CSR funds. Apart from this present study also offers a comprehensive CSR based framework so as to address the implementation related issues concerning CSR initiatives.

Thus, the study provides a more comprehensive understanding of the CSR initiatives in the QSR industry, which can be generalized to other service sectors. These recommendations will align with UN Sustainable Development Goals 4 and 8 and support Mission Viksit Bharat 2047.

Keywords: Corporate Social Responsibility, Skill Development Program Quality, Learner's Engagement, Training Effectiveness, Accessibility to employment opportunities, Quick Service Restaurants, Aspirational Districts, Viksit Bharat

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1. Introduction

The responsibility of quality education is of national importance, managed and funded by the Governments. Yet, corporates also offer training in the area of skill development that enhances technical competence in addition to formal education (McKenzie & Woodruff, 2013; Reichheld, 1992). Corporate social responsibility initiatives address the challenges of skill shortages and the mismatch between technical and skill competencies required (Allen and De Weert, 2007). The compulsory education does not focus on imparting skill-based education. Corporate Social Responsibility (CSR) is way of responsible growth for the Corporates and in India it is abided by law referring to Companies Act 2013 where eligible companies must spend on CSR if they have net profit of 5 crores INR or Net worth 500 crore INR or Turnover of 1000 crore or more, they must spend minimum 2 percent of their average net profits of last 3 financial years. According to the India Employment Report 2024: Youth Employment, Education, and Skills, a joint study by IHD and ILO, the youth of India accounted for 83% of the nation's total unemployed population, and the segment of educated youth among the unemployed rose from 54% in 2000 to 66% in 2022. The Report of World Economic Forum (2016) 'The Future of Jobs' explained that the Indian workforce is amongst the largest & youngest, which is assuredly moving towards becoming the world's 3rd largest economy by 2030. With a vision to accomplish it, over a hundred million jobs need to be created in the market in the upcoming few years. India's education and skill training system has a massive potential in the domain of Skill Building.

India Skills Report 2025 mentions that only 54.8% of graduates in India are considered employable. The Graduate Skill Index 2025 from Mercer|Mettl puts employability at 42.6%, showing a decline from previous years. The alarming level unemployment among the Indian youth is posing a great danger to overall economic development. As per the data released by Graduate Skill Index 2025, in spite of over 3 million people graduating every year, the employability rate still remains at around 42.6 %. It is worth mentioning that with respect to the youth population aged 20 to 24 years, the unemployment proportion is about 44.5%. This youth population includes graduates and post graduates. In spite of their training under various schemes of the Government of India, for instance of training of about 1.6 crore youth since

2015, less than 15 % which is about 24.3 lakh could secure a job opportunity. This paradox highlight a great disconnect between the requirements of the industry and the actual outcome being delivered by these training programs.

The present research strongly put across the argument and is based on the premise that CSR based initiatives can play a significant role in bridging the gap in the skill training area. In line with this many corporates have already started the integration of CSR initiatives into the area of skill development (Preuss, Haunschild, & Matten, 2009).

2. Literature Review

2.1 Skill development in Aspirational Districts

The NITI Aayog, in the year 2018 identified and proposed 112 most backward, underdeveloped and under-served districts in India and named them as Aspirational Districts. The aim was to create a transformative development programme for a rapid progress and growth in these identified geographies. The program focuses on the development of these districts by concentrating on critical areas of development (NITI Aayog, 2018). The Aspirational District program focuses on five major themes including education, health and nutrition, financial inclusion and skill development, agriculture and water resources, and basic infrastructure, with the help of forty nine developmental indicators. These districts are very backward in comparison with the urban geographies and have inadequate resources. Corporate social responsibility programs can act as a catalyst and complement the Government of India's programs in the holistic development of these districts. Parekh (2023) has suggested that the skill development programs in the Aspirational Districts seek to improve the employability of the population. CSR landscape in India has undergone a transformative change with the CSR Act 2013, which mandated businesses to spend two per cent of their average profits of the three preceding years on CSR activities (Ministry of Corporate Affairs, 2021). Skill development was clearly included as a permissible CSR activity under the education domain, creating a structured framework for corporate engagement in workforce development.

Parekh, P (2023) analysed that there is a scope for improvement and more focused efforts are needed to have an inclusive approach for the marginalised and vulnerable section of society. For example, the proportion of training for people with disabilities, affirmative groups is generally low. The percentage of women trained varies across districts, indicating inconsistent efforts to increase their participation in skill development programs.

2.2 Quick Service Restaurant Sector in India:

The fast food businesses have grown in a big way in the last few years. Quick Service Restaurant (QSRs) are the fast food serving restaurants which operates in a standard process with a limited menu and serves or delivers fast food in short span of time. QSRs like McDonald's, Domino's Burger King and Pizza Hut are leading in this industry. The QSR industry has grown rapidly with an annual growth rate (CAGR) of more than 23% from 2018 to 2023 (FICCI, 2023). Deloitte's Industry Report (2022) estimated that the QSR sector may generate 2.1 million jobs in India by 2025, with a significant portion of this growth occurring in semi-urban and rural geographies. This expansion trajectory creates a natural alignment with the objectives of the Aspirational Districts Program.

2.3 CSR Skill Development Programs in QSR Sector within Aspirational Districts of India :

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2.4 Skill Gaps and Training Needs :

Kumar, A., Singh, R. (2022) identified specific skill gaps in the QSR workforce, particularly in aspirational districts, including:

- Technical skills related to food safety and hygiene
- Operational efficiency and standardization

- Customer service and English language proficiency
- Digital literacy for technology-integrated operations
- Supply chain and inventory management capabilities

2.5 CSR-Funded Skill Development Models in QSR Sector and Implementation Frameworks

Four predominant implementation models have emerged for CSR-funded QSR skill development:

1. **Direct Implementation Model**: QSR companies establish proprietary training centers in aspirational districts, ensuring brand-specific skill development but with limited scalability.

2. Collaborative Sector Model: This model entails the aggregation of Corporate Social Responsibility (CSR) resources by multiple companies through industry associations and sector skill councils.

3. NGO-Partnership Model: In this specific model, corporates allocate specific amount for the establishment of non – governmental organizations having strong network with local stakeholder**.**

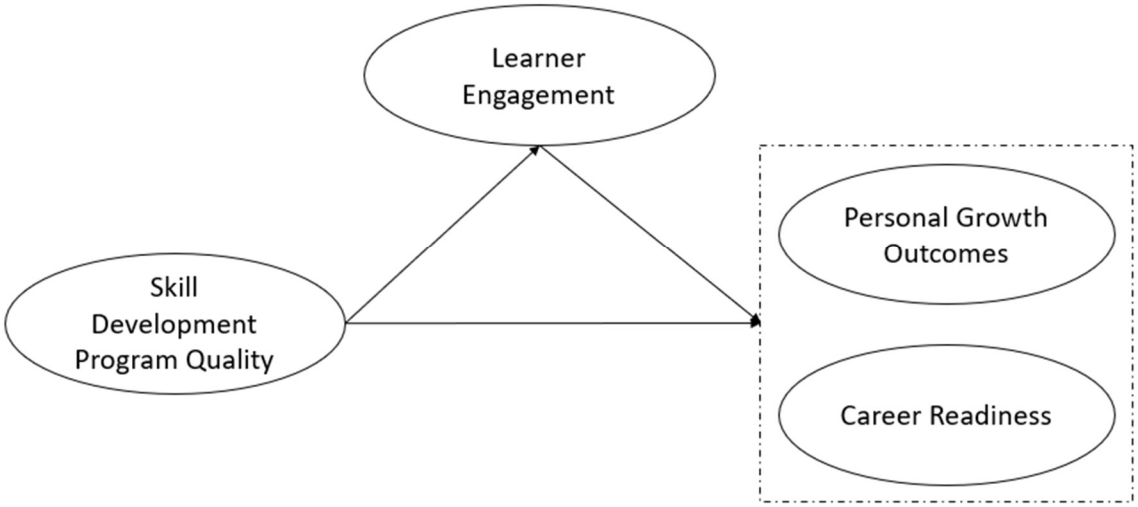
4. Convergence with Government Schemes: This approach is primarily based on convergence that aligns various government-sponsored skill development programs with CSR-driven initiatives. Some of these initiatives include, the National Apprenticeship Promotion Scheme, Pradhan Mantri Kaushal Vikas Yojana, Deen Dayal Upadhyaya Grameen Kaushalya Yojana to name a few.

   Recently introduced schemes namely Pradhan Mantri Viksit Bharat Rozgar Yojana and Prime Minister Internship Scheme also form part of this. This kind of integrated approach not only ensures recognition in the form of certification but also enhances credibility of the programs fostering sustainable and equitable employment opportunities through institutional support and established policy frameworks.

Some of the other studies and research papers that focus on Skill Development Program and their critical findings alongside the research gaps are listed below:

S.No	Title of the study	Authors details	Key Findings of the study	Identified Gaps
1	Corporate Social Responsibility for Scaling up Skill Development in India	Study by Glory Swarupa, Ravi Kumar Goyal, Ranbir Singh Rathee	Study highlights limited capacity versus Huge skill training demand. Small scale corporate training efforts are commendable provided they align with context. The study presents multiple CSR models present.	The study fails to give a standard framework for measuring specific CSR impact. There is also a lack of policy on Skill related Social Responsibility that is skill related. Also there is insufficient scalability and coordination.
2	Education and Skills Development: Enhancing Employability in India	Dr. Rupali Saini, Ankit Chourasiya	Vocational courses improving employability; soft skills play a vital role; PMKVY and NEP 2020 crucial.	Outdated curriculum; regional inequalities in infrastructure and access.
3	Skill Development Programs: Challenges and Employment Opportunities	Jitender Kumar, Garima Hooda	Low participation (25%) in programs; major barriers include poor attitudes, low wages, and skill mismatch.	Little prior research on program adoption and policy impact; need for deeper analysis of employment outcomes.
4	Skill Development Training Fueling Employability in India	Biswabhushan Behera, Dr. Mamta Gaur	Hard and soft skills necessary; public-private partnerships and entrepreneurship skills key; outreach lacking.	Lack of empirical impact assessments; limited focus on entrepreneurship; need for longitudinal studies.
5	QSR Sector Skills Summary (New Zealand)	ServiceIQ	High demand for digital, leadership, and soft skills; labor shortages; over-reliance on migrant workers.	Disconnection between QSR industry and education system; limited domestic workforce pipeline.

2.6 Conceptual Model



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3. Description of Broad Area

The broad topic of the research is the CSR-funded Skill Development program in Aspirational Districts. There is a lack of research and analysis on the Impact of CSR funds in the domain of Skill Development, specifically in 112 aspirational districts. The research will analyse the root cause of skill gaps despite large CSR funds invested in skill initiatives. This study will give a thrust on CSR investment vs Skill Gap in aspirational districts in the QSR sector, an industry experiencing rapid expansion in India with relatively lower barriers to entry for disadvantaged youth. This research provides crucial insights into the relationship between sector-specific skill training and economic mobility in underserved communities.

So far, impact studies and tracking of beneficiaries to assess career progression and income sustainability are very limited. The policy integration analysis that examines how CSR guidelines, skill policies, and aspirational district frameworks can be better aligned is still untouched. Hence, a study that gives a holistic overview and understanding of the Impact created by the Corporate Social Responsibility-driven Skill Development Programs for Quick Service Restaurants in the aspirational districts of India.

4. Research questions

1. What factors contribute to the Skill Development Program Quality?

2. How does Skill Development Program Quality influence the learning engagement of the learners?

3. How does Skill Development Program Quality influence the career readiness of the learners?

4. How does Skill Development Program Quality influence the personal growth outcome of the learners?

5. Does learning engagement mediate the relationship between Skill Development Program Quality and career readiness?

6. Does learning engagement mediate the relationship between Skill Development Program Quality and personal growth outcomes?

5. Objectives of the study

1. To explore the dimensions of skill development program quality through qualitative interviews and use these insights to develop and validate a quantitative survey instrument to measure skill development program quality and its impact on Personal Growth outcomes and Career Readiness.
2. To investigate whether the learners' engagement mediates the relationship between skill development program quality and Personal Growth Outcomes.
3. To investigate whether the learning engagement mediates the relationship between skill development program quality and Career Readiness.
4. To propose policy recommendations for corporations, government bodies, and NGOs to optimize the design, delivery, and evaluation of CSR-driven skill development programs for maximum impact.

6. Delimitations

The present study is delimited to:

1. Skill Development training for the QSR sector only
2. Selected Aspirational Districts

7. Methodology to be adopted

7.1 Methodology

This study employs an **Exploratory Sequential Design** and will be conducted in two phases. In the first phase, to explore and develop a context-specific skill development program quality measurement instrument, a qualitative study will be conducted through detailed semi-structured interviews of around 30 participants to find various dimensions of skill development program quality for the quick service restaurant industry.

In the second phase of the study, under the quantitative study, a questionnaire will be filled out by 550 - 560 youth (18-24 years) who participated in CSR-funded skill development programs for the QSR sector across 11 aspirational districts.

7.2 Youth Age Definition and Target Group in the Indian Context

According to international standards, youth are defined as individuals aged 15 to 24 years. However, in India, the legal working age begins at 18, which also marks the age of majority under Indian law. Consequently, most policy frameworks related to employment and empowerment narrow their core focus to individuals aged 18 to 24 years. This age group is particularly significant for skill development and employment initiatives, as individuals within this range are legally permitted to work across sectors without the restrictions applicable to adolescents. Targeting this segment ensures alignment with global youth policies while accommodating India's specific legal and socio-economic context.

The following **Table I** summarizes age definitions relevant to India:

Table I: Age definition of Youth

Category	Age Range (in years)	Details
UNESCO/UN (Youth)	15–24	Used for global statistics
Indian Working Age	18+	Legal age for employment
Typical Target Group	18–24	Youth employment and development

7.3 Sampling Framework

In the present study, using the quota sampling, total of 10 % of aspirational districts were selected as the sample of this study. Since the total number of aspirational districts in India comes out to be 112, the sample of the study will be 11 districts in total. Further this approach maintains feasibility for the in-depth analysis of the data while ensuring the adequate representation.

11 aspirational districts selected as the sample of the study are included in the study:

Table II: Sampling

State	Selected Aspirational District	Population	Assigned Respondents
Assam	Dhubri	1,949,258	25
	Goalpara	1,008,183	15
Bihar	Jamui	1,760,405	22
	Muzaffarpur	4,801,062	62
	Sitamarhi	3,423,574	44
Haryana	Mewat	1,089,263	14
Jharkhand	Giridih	2,445,474	31
	Godda	1,313,551	17
	Latehar	726,978	10
Uttar Pradesh	Chandauli	1,952,756	25
	Fatehpur	2,632,733	33
Total	—	—	553

Source: https://www.censusindia.co.in/

Surveys and Interviews: Conduct surveys and interviews with stakeholders involved in CSR initiatives.

8. Expected outcome of the research

In spite of the massive amount of investment in the area of skill development program, by the Government in India and prominent corporate players under the CSR mandate, there is a very limited evidence and research base suggesting concrete impact on the intended beneficiaries especially in the aspirational district of India, The resorb primarily intent to fill this major research gap through the comprehensive assessment of components and quality of CSR inactivates and also to analyze the impact on the whole idea of how the accessibility of employment opportunities is been perceived at large in context of training outcome.

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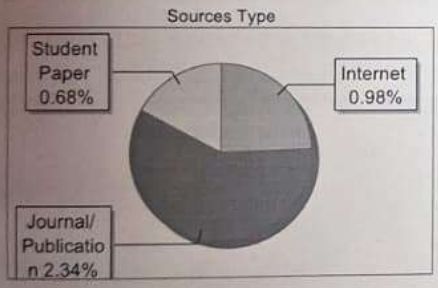

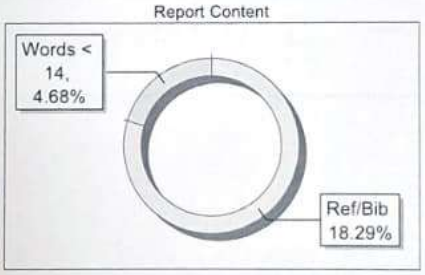

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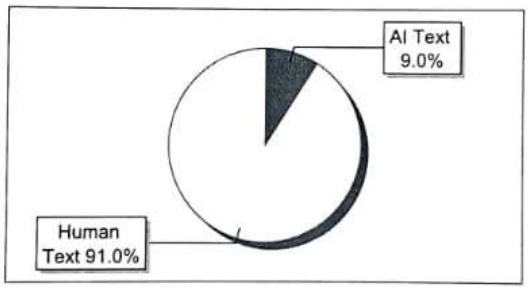

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